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The role of leadership functions and organizational culture improving employee performance

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Abstract : This study aims to analyze the influence of leadership functions and organizational culture on the performance of academic employees at the University of Ichsan Gorontalo simultaneously or partially. The method of analysis used is multiple linear regressions. This research uses purposive sampling and data collection techniques using questionnaires. The results showed that leadership functions significantly affect employee performance. Organizational culture has a significant effect on employee performance. Leadership function and organizational culture have simultaneous effect on employee performance.

Introduction

Ichsan University Gorontalo is a Private University that must compete with other national and international universities. Leadership is a person's ability to influence others to cooperate in accordance with the plan for the achievement of the goals set. Leadership plays an important role in management, even leadership is at the core of management. The leader has the responsibility, both physically and spiritually to the success of the work activities of the led. A leader must be responsive to the problems, needs and expectations of employees. In addition, leaders are always active and proactive in finding solutions from any problems or challenges encountered. An effective leader must be a companion to the person he leads. This means that leaders must have the ability to inspire and encourage employees in planning day-to-day activities such as monitoring and control, and evaluating the performance of subordinates.

The socio-cultural leader functions as a unit of the organization by providing an appropriate standard for what employees should say and do, (Nawawi 2015). Finally, culture serves as a control mechanism that guides the effective attitude and behavior of employees of corporate culture through trust, communication openness, feedback-driven leadership, and support by subordinates, problem solving by groups, self-reliance and information exchange.

The socio-cultural leader has a function to unify the organization by providing an appropriate standard for what employees should say and do, (Nawawi 2015). Finally, culture serves as a control mechanism that guides the effective attitude and behavior of employees of corporate culture through trust, communication openness, feedback-driven leadership, and support by subordinates, problem solving by groups, self-reliance and information exchange. Organizational culture for employees is an implementation manual and technical guidance that encourages employees to achieve work performance or increase productivity. This can be achieved if socialization is executed appropriately to the target. Thus, employees will have and know about

careers within the organization thereby encouraging them to be consistent with their duties and responsibilities.

Increased employee performance is an effort to improve the duties and functions associated with individuals and organizations. Employee performance is the result of individual work within the organization. Organizational performance is the result of work achieved by an organization. Employee performance and organizational performance are linked because the achievement of organizational goals depends on personnel-driven resources that play a role in achieving organizational goals.

Sinambela (2012), argued that employee performance is defined as the ability of employees in doing certain skills. Through the performance will be known how far the ability of employees in carrying out the tasks assigned to him. Therefore a measurable performance indicator is required as a reference. Individual performance is the ability of an individual to do something with a certain skill. Robbins (2006) suggests that performance is defined as the result of an evaluation of the work done by the individual compared to the criteria set together. Both concepts show that the performance of employees is important because with the performance will be known how far a person's ability in performing stem their duties. To find out it is necessary to determine the achievement criteria set jointly. The focus of the problem in this study is the influence of leadership functions and organizational culture on employee performance in the academic field, either partial or simultaneous.

Kadji (2008) suggests that leadership is a dynamic energy for an organization's resources. leaders have an important role to achieve organizational goals so that the success of the organization is determined by the quality of leadership in the organization. A good leader has a strong belief and character, knows the work, duties and human nature and performs, motivates, and gives direction to the employee in the public organization. Research conducted by Wisnu (2013) shows that the situation style of the Rector of Surabaya State University has a significant influence that is counted r of 0.866. The result is larger than r table which is only 0.266. So if the situational leadership style on the rector decreases will affect the quality, quantity, initiative and inter-employee relationship at the headquarters of Surabaya State University, this means that the leadership style of the rector has an effect on the improvement of employee performance. The study by Fadli (2012) about the leadership of the dean to the job satisfaction of lecturers at Singaperbangsa Karawang University only 26.83% it is recommended that universities need to analyze the leadership of the dean that has been formed so that the lecturer's job satisfaction increases so that the university can improve the performance of the lecturers. so that the purpose of the college can be fulfilled, based on this theoretical review the hypothesis in this study is:

H1: leadership positively affects employee performance

Culture is a social phenomenon that cannot be distinguished between group culture and organizational culture. According to Long Sentence Ndraha (1997) there are several cultural functions, namely: a) as the identity of a society, b) as the binding of a society, c) as a source, d) as a driving force, e) as the ability to form value added, f) as a pattern behavior, g) as inheritance, h) as a substitute for formalization, i) as a mechanism of adaptation to change, j) as a process that makes the nation congruent with the State to constitute nation-state.

Robbins (2006) defines that organizational culture refers to the value system established by its members and serves to differentiate organizations from other organizations. The system is a set of characteristics of the value to the organization (a system of shared meaning is owned by members who distinguish the organization from another organization) (Robbins 2006). Characteristics are divided into seven (7) kinds such as: 1) Innovation and risk-taking courage, 2)

Attention to detail, 3) Orientation of results, 4) Orientation of people, 5) Team orientation, 6) aggressive, and 7) stability

Good performance will be influenced by two things: ability and motivation (Sinambela 2012). A person's ability is influenced by knowledge of the type of work and the skill of the employee doing the work. Therefore, one must be able to improve his or her skills and skills. Job motivation factors affect the employee's performance because if the employee has good skills but the employee has low motivation, then the performance of the employee is low. Mathematically Mitchell (1978) formulated that performance is the multiplication of ability and motivation. This explains that an employee's performance is equal to that employee's ability to perform tasks assigned to him multiplied by motivation. So the ability without motivation is not necessarily able to complete the task well, so should the high motivation of the employee without adequate knowledge is not possible to achieve good performance.

The achievement of organizational goals is determined to the extent that employees understand the organization's goals. Organizational goals should be clearly defined so as not to confuse employees. Every employee has different goals that must be understood and well managed by the leadership for the achievement of goals. therefore to achieve organizational goals then the leader must be able to meet the goals of employees working in the organization

Research conducted by Kusnendar (2013) shows that: a). leadership variables and organizational culture simultaneously influence singifikan on employee performance, b) Partially, leadership variables and organizational culture have a significant effect on employee performance; and c) organizational culture is the dominant variable influence on the performance of officials of Kediri District Transportation Department. Based on this background, the hypothesis in this study are:

H2: organizational culture has a positive effect on employee performance

H3: Leadership and organizational culture have simultaneous effect on employee performance

Methods

This research is a quantitative research. Data-collection tool using questionnaire research and data analysis techniques using multiple regressions to determine the relationship of independent variables of leadership and organizational culture of the dependent variable of employee performance

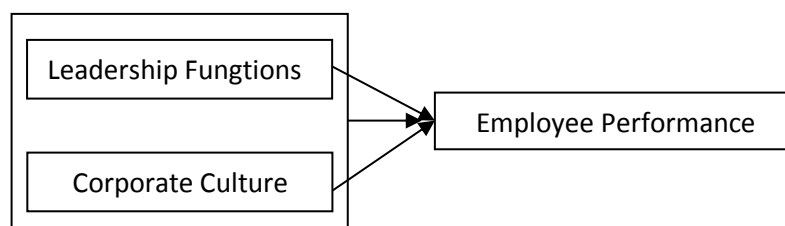


Figure 1. Design Research

Result and Discussion

Reliability Test Results

Reliability test to measure the reliability of the tool by giving the same relative score on a respondent, although the respondent did it in different time. The technique used in the reliability test is Cronbach Alpha (α). Reliability measurement is done by one shot or one measurement with

SPSS tool of statistical test of Cronbach Alpha (α). Each statement item is said to be reliable if it gives a value of Cronbach Alpha (α) > 0.60 (Ghozali 2009)

Reliability test results, indicating that all variables have a coefficient alpha is large enough that is above 0.60 so it can be stated all the measurement concept of each variable of the questionnaire is reliable so for the next items on each variable is feasible to be used as a tool measuring.

Result of Model Accuracy Testing

Coefficient of determination is used to test the accuracy of the regression model, namely the magnitude of the influence of independent variables to the dependent variable. Based on the table below can be seen that the value of R² is equal to 0.586 or 58.60%. These results indicate that the contribution of independent variables simultaneously consisting of leadership function and organizational culture that can be donated for changes in variables dependent variable employee performance of 0.586 or 58.60%, while the rest of 0.414 or 41.40% influenced by other variables outside the model. These results are included in the low category.

Table 2. Model Accuracy Testing

Model	R	R Square	Model Summary ^b			Durbin-Watson
			Adjusted R Square	Std. Error of the Estimate		
1	.765 ^a	.586	.563	6.46400		1.804

a. Predictors: (Constant), Organization Culture, Leadership functions

b. Dependent Variable: Employee Performance

Source : Primary data, 2017

Partial Test Results

Partial Test Results (T test) This partial test aims to determine whether the independent variables partially influence the dependent variable significantly. For partial test, the t-test is used. The results of statistical calculations on partial tests are shown in the following table.

Table 3. Partial Hypothesis Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.804	15.220		.184	.855
X1_ Leadership functions	.253	.123	.298	2.049	.048
X2_ Organization Culture	.576	.158	.530	3.644	.001

Source : Primary data, 2017

The leadership function (X1) based on Table 3 shows the sig value of 0.048 (4.8%). when compared with the value of α used is 5% is still smaller so that the leadership function variable (X1) is a significant influence (sig value < of the value of α 5%). Thus the hypothesis in partial leadership function affect the employee's performance "Academic Sector at the University of Ichan Gorontalo accepted.

The organizational culture variable (X2) based on the above table shows the sig value 0.001 (0.1%). The result when compared with α value of 5% is still smaller so that organizational culture variable (X2) is significant (sig value < from α 5%). Thus the hypothesis in partial organizational culture affect the performance of academic employees at the University of Ichan Gorontalo accepted

The Influence of Leadership Functions on Employee Performance

The results showed that the leadership function applied at Ihsan Gorontalo University in the academic field had a positive effect on employee performance. The function of leadership is a process within the organization that involves the lower level leaders such as the Dean, Kaprodi, Kasubag in determining the leadership policy. Leadership function at Ihsan Gorontalo University plays an important role in running the organization to coordinate, motivate and become a facilitator in order to achieve a better organizational goals. The results of this study are similar to the results of Wisnu (2013) which suggests that: a leader must be able to manage his leadership style to employees in order to improve performance in performing excellent service function.

Influence of Organization Culture Affects Employee Performance

The results showed that organizational culture at Ihsan Gorontalo University in the academic field had a positive effect on employee performance. Based on the results of research can be explained that the organizational culture applied at the University of Ihsan Gorontalo academic field should be more improved again in order to increase employee performance. This is reflected in the results of research that revealed that most of the average respondents are very positive in providing answers to the given revelation.

Influence Leadership functions and Organizational Culture Affects Employee Performance

Based on the results of data analysis shows that the contribution of leadership and organizational culture variable variables simultaneously affect the employee performance of 58.60% thus the first hypothesis which states "leadership function (X1) and organizational culture (X2), simultaneously effect on employee performance "is acceptable. These results fall into the low category and show that the variable role of organizational leadership and cultural functions at Ihsan Gorontalo University needs to be improved in order to improve employee performance.

Contribution of variable of leadership function showed significant influence to employee performance equal to 29,8%. While the organizational culture variables significantly affect employee performance with the direction of positive coefficient of 53.00%. The result of this research is similar to Md, et al. (2012) which explains that job satisfaction reflects a person's feelings towards his work that is implemented in a positive attitude and work environment situation. therefore, leaders should look at employee job satisfaction as this affects employee attendance, labor turnover, work motivation, complaints, and other issues.

Conslusion

The conclusion of this research is: a) leadership function have a significant effect to the dependent variable Employee performance, b) Organizational culture have significant effect to employee performance variable, c) leadership function and organizational culture have significant influence to variable dependent employee performance.

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